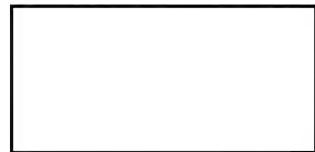


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24 September 1968

MEMORANDUM FOR: Deputy Director for Plans

SUBJECT : Senior Operations Seminar

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REFERENCE : Your Memorandum [redacted] dated
12 September 1968, Same Subject

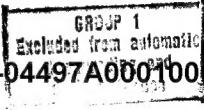
1. There is a need for a senior operations course of some kind. We already have management courses which draw upon the experience of industry and other parts of the government in management training. This is very necessary and should be continued. However, a senior course devoted to extracting lessons we have learned from the management of clandestine operations and to a serious endeavor to share this experience among our senior officers is still lacking. In short, we agree with the idea.

2. The proposal as set forth in reference is also basically sound. The following suggestions are based on discussions with my senior officers:

a. The length of the course should be on the order of three to four weeks rather than six to eight. I do not believe enough of the competent, busy, senior officers who would be required to make a success of this undertaking are going to be available for such a long period.

b. I believe the course should be conducted here at Headquarters rather than at [redacted] in order that people of real significance can be brought in for lectures and seminar discussions from within the Agency as well as other parts of the government. I recognize that the excellent

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facilities at [redacted] and the detachment from Headquarters are strong reasons for locating the course there. However, I am convinced that a better course can be presented in the Washington area.

c. I suggest that the course be open to GS-15 officers and up, not GS-14 as suggested in the proposal. This will insure a truly senior level of attendance in the course. Later, after a large proportion of those eligible at this level have had the course, it may be found advisable to open it up to selected GS-14's.

d. Emphasis should be on management of clandestine operations and the problems encountered in running a station overseas, a branch or division at Headquarters. Some reference to tradecraft and related technical procedures would be germane but one of the greatest problems of the Clandestine Services as I see it is that we do not face up to the basic issues of cover, access and production and their interrelationship.

e. I suggest there be an honest effort in the course material to learn from our mistakes. This will require a real effort in the exercise of professional honesty and discipline. We are all anxious to talk about our successes but there is much to be learned from our mistakes.

f. // I recommend that the Clandestine Services really get behind this particular training effort and agree as to its purpose and what it is expected to accomplish. I think it would be well to strive for a new training concept or philosophy in this particular course, wherein senior officers would level with each other and share the lessons of failure as well as those of success. // I believe there should be no sterilization of operational presentations in terms of true names and locations. Exceptions involving current operations should require DDP approval.

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3. Having said all the above, it becomes clear that we would be setting up a course which would be duplicative of much of the COS course. It is my suggestion, therefore, that the two be combined and that the new Senior Operations Seminar be required of all outgoing COS and DCOS personnel, and that in addition it be open to operations officers in grades GS-15 and above.

(Signe



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Chief
Western Hemisphere Division

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